



# INDIANA

## Board of Education / Department of Education

### BALANCED SCORECARD WORKING DOCUMENT



#### THE VISION

*The families, communities and schools of Indiana will educate and develop each child to have the skills, knowledge, creativity, social competence and motivation to lead a truly good life as a:*

- \* Life-long learner      \* Positive influence and participant in American culture*
- \* Participant in the global economy      \* Citizen in the American democracy*

#### THE MISSION

*The mission of the Indiana State Board and Department of Education is to achieve the vision by leading the improvement of teaching and learning*

#### BALANCED SCORECARD PERSPECTIVES

*Customer & Stakeholder   \*   Financial   \*   Internal Business Process   \*   HR Learning & Growth*

BSC Perspective	Strategic Objectives	Measures	Targets				Status	Strategic Objective Sponsor	
			Links	Baseline 2007	Target 2007-08	Actual 2007-08			Target 2009-10
Strategic Objective #1									
Customer & Stakeholder	1.0 Make sure everyone in Indiana understands the urgent and critical need for dramatic improvement in student learning.	Leading Indicators							Dave/Jeff Jason key resource/PM
		A) % of Marketing and Communications Plan milestones met	<a href="#">[click 1.0 Strategies]</a>						
		Lagging Indicators	<a href="#">[click 1.0 Projects]</a>						
		B) % of survey results of parents, principals, teachers and key leaders that agree that the message is: - clear - supported - making a difference							
		C) % of recommended legislation related to this plan that is approved							
		D) attendance rate							
		E) Post-secondary attendance and completion							
		F) graduation rate							
		G)							



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Strategic Objective #2									
Customer & Stakeholder	2.0	Develop and support leadership in communities as they work to achieve the vision	Leading Indicators						?????
			A) % of districts that offer leadership training	<a href="#">[click 2.0 Strategies]</a>					
			B) # of community leadership academies participating in the education leadership initiative	<a href="#">[click 2.0 Projects]</a>					
			Lagging Indicators						
			C) # of registered voters that participate in the general election						
			D) % of students demonstrating proficiency in financial management courses						
			E) % of schools that are actively engaged with community organizations						
			F) teen pregnancy rate						
			G) (add indicators from Youth Institue data)						



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Strategic Objective #3									
Financial & Internal Process	3.0 Create the conditions (freedom, support, and expectations) to drive the re-design and delivery of student-centered, learning-focused education	Leading Indicators							Vicki/Bob
		A) reduce number of state mandates to schools	[click 3.0 Strategies]						
		B) # of legislative changes submitted	[click 3.0 Projects]						
		C) % of legislative changes approved							
		D) % of teachers scoring above xx on My Target (technology competency exam)							
		E) % of teachers taking the My Target exam							
		F) % of schools that have 21st century skills embedded in the curriculum, including but not limited to character education							
		G) % of school corporations that offer courses in financial literacy							
		H) # of project-based learning models (to be defined)							
		Lagging Indicators							
		I) % of students who complete at least one online course							
		J) % of high schools that base graduation on skills and proficiency rather than credits							
		K) % of high schools with a partnership with a higher education institution							
		L) % of students who participate in vocational or career pathway							
		M) Common Indicator % increase (in participation and scores) in post-secondary assessments (SAT) and AP courses							



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BSC Perspective	Strategic Objectives	Measures	Targets				Status	Strategic Objective Sponsor
			Links	Baseline 2007	Target 2007-08	Actual 2007-08	Target 2009-10	
		N) % of high school students that complete 2nd year re-enrollment in higher education						
		O) % of high schools offering a career pathway						



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			Links	Baseline 2007	Target 2007-08	Actual 2007-08		
Strategic Objective #4								
HR Learning & Growth	4.0 Make sure every teacher dramatically increases learning for each student	Leading Indicators						Dan/Linda
		A) % of classes taught by highly qualified teachers in high poverty vs. low poverty schools	<a href="#">Strategies for 2.0 IA1</a>					
		Elementary high poverty						
		Elementary low poverty						
		Elementary - difference high/low poverty						
		Middle high poverty						
		Middle low poverty						
		Middle - difference high/low poverty						
		High high poverty						
		High low poverty						
		High - difference high/low poverty						
		B) % of teachers with 3 or more years of experience in high poverty vs. low poverty schools	<a href="#">[click 2.0 Projects]</a>					
		Elementary high poverty						
		Elementary low poverty						
		Elementary - difference high/low poverty						
		Middle high poverty						
		Middle low poverty						
		Middle - difference high/low poverty						
		High high poverty						
		High low poverty						
		High - difference high/low poverty						
		C) % of teachers with at least a Bachelor's degree in the content area they teach.						
		D) % of schools with 25% or fewer first year teachers						
		E) % of new teachers passing the Praxis II exam on the first attempt						
		F) % improvement on the High School Student Engagement (HSSE) survey						
		G) % of school districts using merit pay systems for teachers			hold until 2008-09			



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		<b>Lagging Indicators</b>						
		H) % of teachers whose classrooms show overall improvement as averaged over a 3-year period						
		I) % of schools that show overall improvement as averaged over a 3-year period						



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Strategic Objective #5									
Internal Process	5.0 Make sure every student masters and builds on the essentials of Reading, Mathematics, Science, and Writing	Leading Indicators							Gwen/Wes
		A) % of schools using the benchmark and formative assessments	<a href="#">[click 5.0 Strategies]</a>						
		B)	<a href="#">[click 5.0 Projects]</a>						
		Lagging Indicators							
		G) % of students (dissaggregated by grade level, SES and ethnicity) who perform at or above grade level in: - reading - writing - math - science							
		H) % of schools implementing the STEM initiative							